

Case Study:

Roads Academy Emerging Leaders Programme



Learner: Ian Coddington

Organisation: Jacobs

Programme: Emerging Leaders

Cohort: 1

Why did you apply for the Roads Academy Emerging Leaders programme?

One of our senior leadership team suggested I applied for the Emerging Leaders programme (ELP) as he thought it would be a good fit for my career ambitions. I was keen to develop my career further with a focus on leadership, and I also wanted to contribute at a high level and make a difference. Through my current role I often witness inefficiency through teams or projects working in silos, lack of communication and poor collaboration. I believed the ELP would hone and enhance my skills, shaping me as a leader, and help me develop more diverse networks, internally within my organisation, externally across the Highways industry, and ultimately other industry sectors as well.

What Module did you enjoy the most and why?

I particularly enjoyed the variety of learning techniques that were used, which encouraged me to reflect on my own learning preferences and be more innovative in my own approach when working with my team. Possibly the most memorable elements of the ELP were when we were taken outside of our comfort zone. For the Developing Self and Others module we spent a whole morning in the university art block. I don't normally go out of my way to create this type of time and space, but it made me realise how important it is to carve out time to reflect, and what a significant effect a different working environment can have.

How have you been able to implement the learning from the programme into your job role?

The programme provided me with greater understanding of the role of organisational leadership and a higher level of self-awareness, so that I better understand my strengths as a leader, and areas which require focus. I've been able to utilise my learning in several ways for the benefit of my immediate team and the wider organisation and sector – I've been able to initiate and influence a number of organisational change programmes, including a programme to develop consistent training and job descriptions for line managers, promotion of our positive mental health initiatives, and to develop stronger collaborative working practices with our clients.

Who do you think the Emerging Leaders Programme is aimed at? Who would benefit from the programme?

I never thought I'd go back to university, but further academic study is well worth considering if you're looking for a new challenge and a different perspective. 'Learning' is one way to develop resilience and positive mental health, and I found that undertaking further academic study, despite the hard work and time commitment involved, has really benefitted my well-being.

I would recommend the ELP to anyone who is moving from a management role into a wider leadership position, or who is interested in a senior leadership role in the future. The ELP provided me with enhanced skills, tools and a level of knowledge which supported and strengthened my existing leadership abilities and has made me a more effective leader. Whilst the course is affiliated with the Highways sector, I believe the ELP provides knowledge and learning which would be transferrable to any leadership role irrespective of sector.